

The background of the entire page is a photograph of young children in a classroom. In the upper portion, a child's hand is raised. Below, several children are seated at a table, looking towards the left. One boy in the foreground is wearing a white polo shirt with a red and black fleur-de-lis logo that reads "The Charleston Diocese System of Catholic Schools" and "Saints".

STRATEGIC PLAN 2022-2025

Diocese of Charleston System of Catholic Schools

Ignited by Faith, United in Learning



TABLE OF CONTENTS



- 03** Letter from the Bishop
- 04** Letter from the Superintendent
- 05** Diocesan School Advisory Council Members
- 06** Executive Summary
- 07** Current Reality
- 08** Accomplishments, Process, Challenges, Future
- 13** Vision, Mission, Beliefs
- 14** Graduate Profile
- 15** Pillars of the Strategic Plan
- 17** Schools by Region

My Dear Brothers and Sisters in Christ,

The primary goal of Catholic education is to instill in our youth a desire to learn and understand the teachings and traditions of the Universal Church. With this role in mind, the Diocese of Charleston sets forth this Strategic Plan to lay a foundation for the future of our Church — our children.

As Jesus said in the Gospel of Matthew: “Let the children come to me, and do not prevent them” (19:14). It is our responsibility to guide youth to the Creator who gave them the gift of reason.

I am confident that the enactment of the initiatives in this Strategic Plan will further the Church’s mission to restore the world in Christ as king of the hearts and minds of his children. Let us give thanks to God for the impact that Catholic education has made in South Carolina for centuries! We pray for the continued success and development of our endeavors, enlightened in the trinity and ratified in imitation of the saints.

In Christ’s love,

+ *Jacques Fabre-Jeune, CS*

Most Rev. Jacques Fabre-Jeune, CS
Bishop of Charleston

Dear Friends of Catholic Education,

It is with a great deal of excitement and appreciation that I present the new Diocese of Charleston Catholic Schools Strategic Plan. This project is the result of a collaborative effort of key stakeholders and incredible committees that analyzed data, reviewed our success, and identified priorities for the future. The Diocesan School Advisory Council oversaw this process and will monitor our progress in the coming years.

Our plan focuses on the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools. It identifies pivotal initiatives that will allow our Catholic schools to continue to form students — mind, body, and soul — in lifelong Christian discipleship.

Our schools are currently experiencing great success, and our Strategic Plan will support their continued growth well into the future. The journey to know, love, and serve Christ Jesus remains the primary mission of this plan. It inspires all dimensions of a student's experience in Catholic school, from the opening morning bell to the close of the school day.

Together we are “Ignited by Faith, United in Learning.”



William Ryan, Superintendent of Catholic Schools
Secretary of Education

DIOCESAN SCHOOL ADVISORY COUNCIL

Strategic Plan Members

The Strategic planning process was led by the Diocesan School Advisory Council of the Diocese of Charleston (DSAC). The Diocesan School Advisory Council is composed of principals, clergy, volunteers, and representatives from each region with a wide range of relevant expertise and diverse backgrounds. The Council oversees the strategic plan and serves in an advisory capacity to the bishop and superintendent.

Most Rev. Bishop Jacques Fabre-Jeune

Bishop of Charleston

Rev. Msgr. D. Anthony Droze, VG

Pastor, St. Mary of the Annunciation, Charleston

Rev. Michael Okere

Pastor, St. Martin de Porres, Columbia

Rev. James Renaud West

*Pastor, Sacred Heart Church, Charleston
Chaplain, The Charleston Catholic School*

Rev. Andrew Fryml

*Priest, Christ Our King Church, Charleston
Chaplain, Bishop England High School and College of Charleston*

William Ryan

*Secretary of Education
Superintendent of Catholic Schools*

Shaileen Riginos

Assistant Superintendent

Michael F. Acquilano

Secretary of Communications and Public Affairs

Sandra Leatherwood

Coordinator of Strategic Planning

Jacqueline Kasprowski

Coordinator of Special Projects

Dr. Michael Martocchio

*Secretary of Evangelization
Director of Catechesis and Christian Initiation*

Kim Hopkins

Office Coordinator, Catholic Schools Office

Kathy Preston

DSAC Chair, Retired Principal, Columbia

Jacqueline Edgerton

DSAC Vice-Chair, Parent, Bishop England High School, Charleston

Ron Poles

Principal, St. John Neuman School, Columbia Leadership Coordinator

Steven Cunningham

*Principal, Prince of Peace School, Taylors
Catholic Identity Coordinator*

Debbie Wilfong

*Principal, St. Andrew, Myrtle Beach
Academic Excellence Coordinator*

Donavan Yarnall

*Principal, St. Joseph, Columbia
Operational Vitality Committee Member*

Kristine Galemme

*Principal, St. Anthony, Florence
Academic Excellence Committee Member*

Mamie Boyd

*Principal, St. Anthony of Padua, Greenville
Academic Excellence Committee Member*

Wydna Lee Martin

*Parent, Cardinal Newman School, Columbia
Mission and Catholic Identity Committee Member*

2021-2022 DSAC MEMBERS

Patti Lanthier

Retired Principal, St. Paul the Apostle, Spartanburg

Shelia Durante

Retired Principal, Holy Trinity School, Longs

Kimberly Wheat

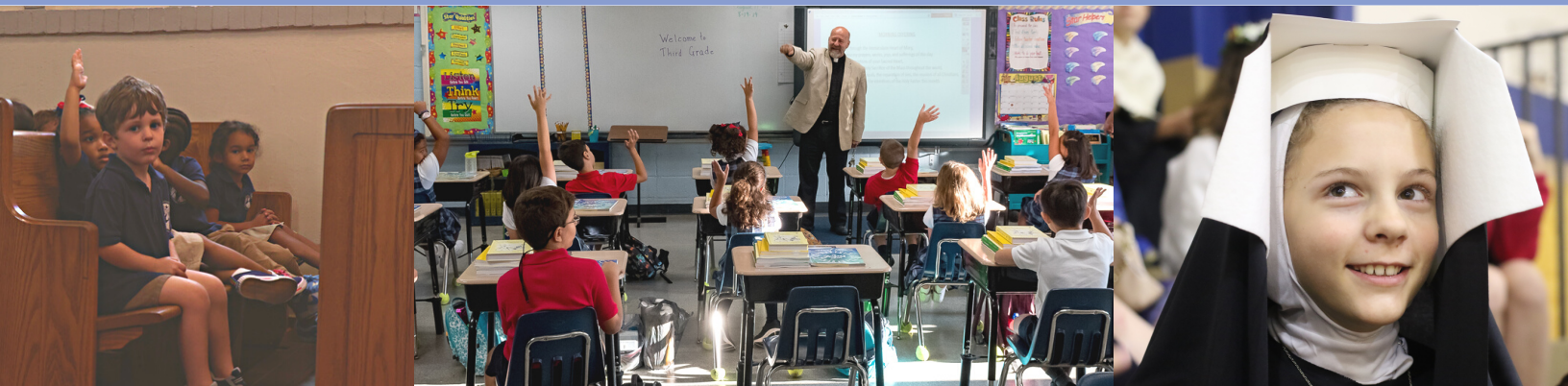
Consultant/Owner, Unlimited Possibilities Mentoring Services LLC

Mary Ruth Singer

School Advisory Council Member, St. Mary Help of Christians School, Aiken

Christopher Trott

Parish Manager, Former Principal, St. Gregory the Great Church, Bluffton



EXECUTIVE SUMMARY

The roots of Catholic education in the Diocese of Charleston (DOC) were planted with its founding in 1820. During these early years, Catholic schools were few in number and mostly administered by religious women.

Some schools operated under the umbrella of orphanages, while others were one-room buildings through which religious education expanded to include other academic studies. In the 1880's, parishes across the diocese answered the call to establish schools and in doing so, gave birth to the diocesan parochial school system we know today.

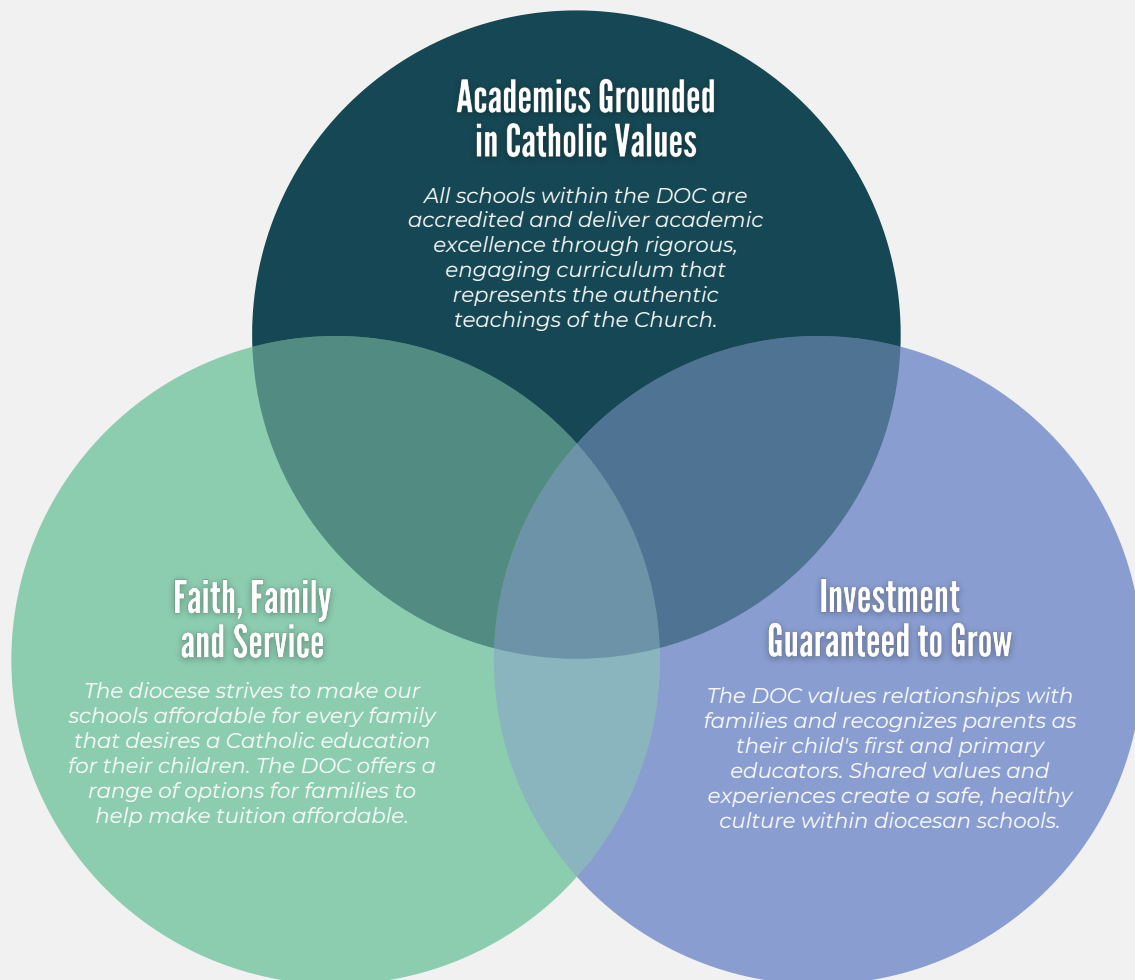
The most rapid growth of Catholic education in the DOC occurred from 1950-1960, during which 20 schools opened. Thirty years later, a diocesan-wide synod articulated a command that all Catholic schools meet four criteria:

1. authentically Catholic,
2. academically excellent,
3. financially feasible, and
4. community supported.

Today, the Catholic schools in the DOC remain committed to answering this call.

Catholic schools in South Carolina have served as an essential ministry of the Church throughout the state, focusing on academic excellence and faith formation. Although each local school holds a unique identity, all schools value all students and empower them to use their unique gifts to mature academically, spiritually, socially, emotionally, and physically.

Diocesan schools follow the example of the master teacher, Jesus Christ, and are steeped in Catholic culture, rooted in Gospel values, and centered on the Eucharist. DOC schools are distinctly grounded in faith, family, and service to others. Their rigorous academics are based on the highest standards, a deep sense of community, and traditional Catholic learning environments. Students are prepared for today's world — all within the context of personal encounters with Jesus Christ.



ABOUT

The Diocese of Charleston encompasses the entire state of South Carolina and is organized by five regions, which are based on geographic areas. Within the regions are 32 Catholic schools: 25 elementary, 2 PreK-12, and 5 secondary schools.

ELEMENTARY

The elementary schools are largely parish-based and serve students beginning in PreK. There is one regional elementary school sponsored by five parishes in the heavily populated and growing Summerville area just north of Charleston.

SECONDARY

There are 5 Catholic secondary schools in South Carolina: four are diocesan-owned and one is independent. There is at least one Catholic secondary school located in each region.

REGIONS

- **Upstate – Greenville and Spartanburg areas**
- **Midlands – Columbia area including Rock Hill, Florence, Aiken, and North Augusta**
- **Pee Dee – Myrtle Beach area**
- **Coastal – Charleston area**
- **Lowcountry – Beaufort, Bluffton and Hilton Head areas**

7,283
STUDENTS
FORMED,
INFORMED &
TRANSFORMED

32
SCHOOLS
ACROSS
THE STATE
OF SC

In 2016, a strategic growth plan "We Believe" was developed to revitalize and strengthen the Catholic Schools in the DOC. Its focuses were Mission and Catholic Identity, Operational Vitality, Academic Excellence, and Governance and Leadership.

In collaboration with several diocesan offices, the Catholic Schools Office and local school leadership have made great efforts to support schools in these areas over the past five years. However, there is still much to do to ensure a thriving system of schools for generations to come.

Therefore, the Diocesan School Advisory Council (DSAC) and diocesan leaders, committed to ongoing improvement and growth, came together to continue thoughtful planning and looking to the future. The Catholic Schools Office and DSAC invested time and talent to create a new, comprehensive strategic plan entitled "Ignited by Faith, United in Learning" during the 2021-2022 school year, while using a parallel approach within the most recent accreditation process (completed April 2022).

This plan tells the story of the past and the current state of the schools, and it will guide the DOC System of Catholic Schools over a three-year period beginning with the 2022-23 school year.



Diocese of Charleston 2017–2022

ACCOMPLISHMENTS

Catholic Identity

- The DOC revised its Catholic School Mission Statement, reflecting Jesus as the master teacher and inviting its diverse constituencies to move forward as one, “... to respond to the challenge of sharing the Gospel of salvation in both word and loving action.”
- The diocese adopted the National Standards and Benchmarks for Effective Catholic Schools (NSBECS) to integrate Catholic identity and organize the work of the Catholic Schools Office (CSO) and schools across the domains of Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality.
- The DOC revised religion curriculum standards and developed a Catholic Social Thought appendix for social studies curriculum to provide a clear sequence and progression of faith knowledge for students, plus opportunities to think critically and ethically about the world through the Gospel lens.
- Yearly accreditation surveys completed by students, parents, faculty and staff consistently have demonstrated high satisfaction with the Catholic Identity embedded within schools throughout the diocese.

Governance & Leadership

- The diocese established a number of consultative groups — Diocesan School Advisory Council, Regional Principal Advisory Council, regional cohort groups, etc. — to foster collaboration and improve communication, which resulted in standardized processes such as budgets, handbooks, policy manuals, and COVID-19 protocols.
- The DOC used NSBECS as an organizer to articulate the responsibilities of principals and create an evaluation process to assist principals with enhancing their leadership.
- The diocese established an Aspiring Leaders formation program to identify and aid future leaders for Catholic schools, while continuing to provide support for first and second-year principals.
- The DOC added a part time Coordinator of Leadership in the CSO.



Academic Excellence

- The DOC added a part time Coordinator of Academic Excellence in the CSO.
- The diocese has identified a standards-based, subject-defined curriculum development process to update a content area each year, integrate Catholic Social Teaching across subject areas, and provide professional development to administrators and teachers (ELA August 2021, Math August 2022).
- The DOC has created an online portal (Teacher Toolbox) for administrators and teachers to access curriculum guides, lesson plan templates, Catholic identity resources, special education resources, Measures of Academic Performance (MAP) information, and professional development sessions.
- The diocese implemented MAP assessments to gather data and measure student academic growth.
- The CSO conducted its first all-virtual Teachers Education Conference (TEC) in March 2021.
- The DOC provides on-going professional development for teachers and administrators based on needs assessment.

Operational Vitality

- The diocese created a finance position in the CSO resulting in more direct support to its schools and a common online accounting software platform.
- The DOC engaged its schools to seek federal funds (PPP Loans and EANS grants) to update facilities and campuses, address COVID-19 safety concerns, and provide technology support to faculty, staff, and students.
- The diocese developed enrollment management and marketing plans to identify priority schools which need additional support and oversight in pivotal areas of operational vitality.
- The CSO has authored, in partnership with the diocesan Office of Finance, a system of financial protocols including a uniform system for financial reporting and monitoring each school's budgetary compliance.
- The CSO has provided professional development training for all school bookkeepers.
- The CSO has provided professional development training on Blackbaud's Raiser's Edge database for all diocesan-owned high schools.

Over the past five years, the schools in the DOC have undergone significant changes:

COASTAL REGION

- Bishop England High School celebrated the 100th anniversary of its founding, and began looking at the possibility of adding a satellite campus in the Summerville and Goose Creek areas.

LOWCOUNTRY REGION

- John Paul II Catholic School reached record enrollment in its 7-12 program, graduated its sixth senior class, and began studying the possibility of expanding its campus.

MIDLANDS REGION

- Holy Angels School in Sumter, formally known as St. Anne & St. Jude School, closed.
- St. Anne School in Rock Hill expanded through grade 12 and graduated its fifth senior class.

PEE DEE REGION

- St. Elizabeth Ann Seton School (SEAS) graduated its third senior class and expanded its capacity by adding grades 6-8 to their existing high school model.
- Holy Trinity School restructured to grades PreK-5 and sent grades 6-8 to SEAS.
- St. Michael School restructured to PreK-6 and sent grades 7-8 SEAS

UPSTATE REGION

- St. Paul the Apostle School in Spartanburg closed grades 5-8.
- Our Lady of the Rosary School in Greenville launched a 9-12 program to extend its PreK-8 program through high school and graduated its first senior class.



Taking to heart the call to 'make disciples of all nations ...' (Mt 28:19)

THE PROCESS

One of the most impactful outcomes implemented in the diocese as a result of "We Believe 2016," the previous strategic plan, was the development of the Diocesan School Advisory Council. DSAC was developed to serve the following mission:

It shall be the mission of the Council, to further the advancement of quality education for Catholic school pre-K, elementary, and secondary students in the Diocese of Charleston by providing leadership, advice, assistance, direction, and support to the Bishop of Charleston and the Superintendent of Catholic Schools.

The council and the CSO manage accreditation as an ongoing process which provides direction for strategic planning. The effort to embed this concept in all aspects of the schools began in July 2021 during preparation for the formal accreditation visit and development of a new three-year strategic plan centered on the NSBECS. There are 13 standards that describe policies, programs, structures, and processes that should be present in all Catholic schools in each of four major domains: 1) Mission and Catholic Identity, 2) Governance and Leadership, 3) Academic Excellence, and 4) Operational Vitality.

The process began by analyzing the results of the previous growth plan and the data collected from the 2017 accreditation visit. The CSO partnered with COGNIA Accreditation using its Strategies Platform to create a formalized strategic planning process for DSAC and individual schools.

The council named four standing committees, one for each of the NSBECS Domains, to target areas in need of further development and improve desired outcomes for the next three years. All committees, prior to beginning the formal strategic planning process, shared their findings. The formal process, initiated in July 2021, included the following phases:



Envisioning

Each committee analyzed current reality and future trends in Catholic schools and education, both positive and negative. They synthesized results to determine the connections and gaps between the future and current reality. DSAC reviewed the mission, vision, and belief statements and finalized a new mission statement in February 2022.



Planning

Using data collected on the current reality, challenges, and future trends in Catholic education, each DSAC Committee identified priorities (Critical Initiatives) and intended outcomes. They confirmed and prioritized Critical Initiatives based on the results of the April 2022 recommendations from the diocesan system accreditation review.



Implementing

Committees established specific steps for moving forward to achieve the Critical Initiatives and divided them into activities, complete with assigned responsibilities and timelines for completion. The Associate Superintendent of Accreditation and Strategic Planning will oversee this process through collaborative work with DSAC.



Evaluating

The plan was ready for implementation in July 2022. DSAC, throughout the evaluation phase, compares baseline data to outcomes to evaluate the success of Critical Initiatives and organize results for future planning.

As noted in "We Believe, 2016," the entire Catholic community of South Carolina must embrace our schools in the spirit of communion, collaboration, and mission to create a future in which Catholic education thrives. It requires transparent communication with key stakeholders in Catholic schools, including principals, pastors, and diocesan officials from all five regions.

Each of the four standing committees of the DSAC — Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality — is made up of members from the Catholic community of South Carolina who have a faithful commitment to and expertise in Catholic education.

This expansive and dedicated membership will provide committees with the resources necessary for implementation, monitoring, and evaluation of the Strategic Plan. DSAC will be able to ensure a successful path to strengthening and revitalizing Catholic education in the diocese.

CHALLENGES

Ensuring a successful future for Catholic schools requires honest assessment of the challenges they face. Across the country, the cost of a Catholic education has continued to rise for many reasons, including the responsibility to provide just salaries and benefits to all staff, maintain aging facilities, provide up to date curriculum materials, stay current with technology, and deal with variations in revenue due to enrollment fluctuation.

The crises, however, are not merely financial.

The Church has witnessed a cultural shift away from appreciating and supporting Catholic education as a vital ministry integral to raising children in the faith. The problem is compounded in areas where families are unable to pay tuition or parishes lack adequate resources to support a school.

The greatest recent challenge to all educational institutions in the U.S. was the COVID-19 pandemic, which surfaced in March 2020. Diocesan schools were no exception to this challenge, and had to transition to virtual education to complete the 2019-2020 year.

In July 2020, under the leadership of a new superintendent, Catholic schools in South Carolina executed an in-person learning program despite the pandemic and state school closures. Overall, students in the diocese continued to grow academically due to the commitment of parents, teachers, staff, and administrators to maximize the opportunity for face-to-face learning.

Another major challenge has been in changing demographics. The diocese is experiencing a significant increase in Hispanic populations coming into the state. Enrollment of students of Hispanic origin, as reported in the annual October National Catholic Educational Association (NCEA) School Survey, has risen from 9.5% of the total school population in 2016-17 to 13% in 2021-22. While these increased numbers show the enrichment of cultural diversity in our schools, there is a financial challenge to provide tuition assistance plus appropriate instructional services for English Language Learner (ELL) students.

This fact, coupled with COVID-19 impacts of the last several years — loss of employment during work or office shutdowns, rising cost of living due to inflation (almost 7% in 2021) — have affected the fiscal stability of diocesan schools.



Diocesan schools follow the example of the master teacher, Jesus Christ, and are steeped in Catholic culture, rooted in Gospel values, and centered on the Eucharist.

EXPLORING THE FUTURE

A comprehensive study of the past and analysis of the current reality of diocesan Catholic schools inspired the strategic planning process to look to the future. The exploration of the future helped to define goals and objectives and position S.C. Catholic schools for transformational change.

The process of exploring the future centered on the four NSBECS Domains:

1. **Mission and Catholic Identity,**
2. **Governance and Leadership,**
3. **Academic Excellence, and**
4. **Operational Vitality.**

The DSAC, through research on trends in education, Catholic education, and the future of the Church, considered the following trends:

- Parishioners are moving away from the Church/faith leading to fewer Catholic households and individuals throughout the state. There has been a decline in participation in the sacraments, (Baptism, Reconciliation, First Communion, Confirmation, RCIA & marriages - Catholic and interfaith).
- Pre-COVID, there was a decline in enrollment in diocesan schools.
- DOC churches and schools have welcomed a more diverse population, specifically the Hispanic, during and post-COVID.
- Catholic schools face increased challenges to hire, develop and retain qualified leaders and teachers in schools.
- Fiscal and human resources are necessary to keep current with trends in curriculum, instruction, and technology.
- Parents have more choices and options, especially with the hybrid learning method that combines remote and in-person instruction.
- The pandemic has changed how education will be delivered and what skills will be needed for success in a global economy. These shifts impact the cost to educate students.
- The 21st century workplace requires more personal attention in the classroom, project-based learning, and focus on financial, data, and digital literacy.
- Increasingly diverse populations in Catholic schools demands guidance for teachers in Culturally Responsive Teaching pedagogy.
- There is a decline in giving and parish donation as people move away from the faith.
- Failing schools and equity issues have led to a call for alternatives, such as public charter schools and government-funded choice in private education.
- Birth rates and population changes will impact the numbers and ethnicities of students enrolled in schools over the next 10 years.
- A shifting political climate will affect future funding for private schools — tuition assistance, state and federal funds, etc.
- An increase in the need for building security and monitoring is another financial burden DOC schools are and will face.

DSAC committees have played an integral role in the development of recommendations for this new strategic plan ***Ignited by Faith, United in Learning.*** Council members look forward to assisting with the implementation of this exciting plan to improve and strengthen Catholic education in the Diocese of Charleston.



VISION, MISSION, BELIEFS

Vision

Catholic Schools of the Diocese of Charleston will provide engaging learning experiences and faith formation. School communities will be steeped in Catholic culture, Gospel values and centered on the Eucharist.

We will welcome families of diverse backgrounds and empower them to mature academically and spiritually. Through communion and community, the diocese offers families of all backgrounds and creeds a quality Catholic education ***rooted in the teachings of Jesus Christ and the Church*** by providing our schools the tools needed to ensure excellence in all facets of their operation.

Mission

Taking to heart the call to ***make disciples of all nations*** (Mt 28:19), the Catholic Schools of the Diocese of Charleston offer families of all backgrounds the richness of a quality Catholic education rooted in a dynamic encounter with Jesus Christ, whose living presence suffuses a relevant, rigorous, and competitive curriculum, inspires the great ideal of Catholic education, and empowers all to respond to the challenge of sharing the Gospel of salvation in both word and loving action.

We Believe

- We believe in your children, their future and their potential.
- We believe in our priests, administrators, teachers, and parents to inspire each child to reach his or her full potential. This takes a ***commitment by all, not one.***
- We believe in our schools and their ability to provide a safe and nurturing environment.
- ***We believe in the Catholic Church, whose future is her children.***
- We believe in God and his belief in all of us.

*We believe
in your
children,
their future,
and their
potential*





GRADUATE PROFILE

At the core of Catholic education are the beliefs and teachings of the Church. The school communities in the Diocese of Charleston are steeped in Catholic culture, rooted in Gospel values, and centered on the Eucharist. Each school places emphasis not just on academic excellence, but on the kinds of persons their students become.

Graduates of Catholic Schools in the Diocese of Charleston live and lead in the truth, beauty, and goodness of Jesus Christ. They are:

Faith-principled leaders who

- Center their lives on Gospel values
- Do everything for the greater glory of God
- Live virtuous lives according to God's will
- Recognize the face of God in every person — all are made in his image
- Commit to selfless service and social justice

Life-long learners who

- Are prepared for college, career, and life
- Think critically, communicate effectively, and work collaboratively
- Keep current with local, national, and global issues
- Seek personal excellence in their vocations
- Use technology responsibly as creative and problem-solving tools

Well-rounded individuals who

- Have a strong moral conscience and core
- Display respect, kindness, and empathy for all
- Are self-confident, self-disciplined people of integrity
- Are creative and open-minded citizens
- Appreciate the diverse talents and cultures of others

Pillars of the STRATEGIC PLAN

I. Catholic Identity

GOAL 1

Strengthen Catholic schools in the DOC in their mission to bring children to Christ and his Church, encourage students to develop a mature commitment to lifelong discipleship.

OBJECTIVE: Develop a Catholic identity driven by a communicated mission rooted in Gospel values, centered on the Eucharist, and which can be measured through statistical and anecdotal data.

CRITICAL INITIATIVES

- Develop a model for promoting engaged missionary discipleship among students and families.
- Develop a relevant and useful internal review process for accompaniment of school leadership on matters pertaining to Mission and Catholic Identity; provide a useful tool to assess students' faith knowledge which includes longitudinal data provisions.
- Foster an ecclesial sensibility exhibited by a culture of active participation among students and families, including a spirituality of pilgrimage and discernment; enhance the awareness of and opportunities for vocations.
- Cultivate cross-curricular collaboration among faculty, emphasizing the connection between religion and other disciplines.
- Increase opportunities for faculty to grow spirituality at the diocesan and local levels.
- Create a Diversity and Inclusion Taskforce to focus on a three-year plan to "Open Wide our Hearts," promoting the recognition that all individuals experience the world uniquely.

II. Governance & Leadership

GOAL 2

Enable the DOC to hire, develop and retain qualified leaders in administrative roles; create oversight to produce consistent results; strengthen leadership to provide supportive services to schools.

OBJECTIVE: Provide effective spiritual, instructional, and managerial leadership which can be measured by data as markers for ongoing improvement and growth.

CRITICAL INITIATIVES

- Review and update policies and procedures for Catholic schools.
- Formalize a regional principal advisory structure to enhance collaboration between CSO and school leaders.
- Develop a process for faith formation and collaboration with the bishop.
- Establish yearly pastor collaboration days to keep priests informed and nurture relationships.
- Provide formation, on-going training, and evaluation tools for principals.
- Develop local school strategic plans aligned to the accreditation process.
- Create a Recruitment and Retention Framework that provides professional development and resources for leaders.
- Create opportunities for principals and school advisory council leadership to share and collaborate.

Catholic learning environments prepare students for today's modern world — all within the context of personal encounters with Jesus Christ.



III. Academic Excellence

GOAL 3

Assist diocesan schools in ensuring challenging curriculum and instructional practices inclusive of diverse abilities, emphasizing teaching students to “learn how to learn.”

OBJECTIVE: Provide students with an academic program where they experience learner-centered instruction which can be measured by data for ongoing improvement and growth.

CRITICAL INITIATIVES

- Identify and provide ways to use various forms of data to give explicit instruction on maximizing learning in schools.
- Develop an infrastructure for the CSO to provide opportunities for effective teacher collaboration — PLCs, professional development, grade/department groups — to maximize impact on learning.
- Review and revise curriculum annually to ensure alignment to the appropriate standards, incorporating technology and infused with the faith.
- Develop and implement a formalized process to provide differentiated instruction that engages all students, provides a systematic approach, and addresses the growth and development of students with special needs.
- Develop and implement a communication platform for teachers and principals to drive student learning.
- Develop and coordinate opportunities for students across the state to gather, share, and celebrate their special gifts and talents.

IV. Operational Vitality

GOAL 4

Assist schools with foundational strategic frameworks, actionable enrollment and marketing plans, efficient operational models, and impactful financial models and measures to track and monitor progress.

OBJECTIVE: Develop and maintain data measurable standards for operational vitality in the four key areas of finance, human resources, facilities, and advancement.

CRITICAL INITIATIVES

- Create regional agreements for parishes that do not have schools and/or a school assessment to increase the financial investment and marketing of Catholic schools.
- Make online tools available to support budget development process and provide effective financial oversight.
- Provide parents with professional development on budgeting for Catholic education.
- Increase tuition assistance for families who are unable to afford a Catholic education.
- Develop a framework for recruitment and retention of teachers that supports local school efforts to hire and retain qualified staff.
- Develop template job descriptions for all school positions, plus creation of standardized salary and benefit schedule for all schools.
- Support school leadership with long-term facilities planning and the identification of funding sources to support plans.
- Support schools with increasing the diversity of enrollment.
- Support schools with the creation of enrollment management plans to focus on retention and recruitment of students.
- Increase diocesan development efforts for schools and support local schools with development efforts.



*We believe in
the Catholic Church,
whose future is her children.*

SCHOOLS BY REGION

1 — UPSTATE

1. St. Mary (1900)
2. St. Paul the Apostle (1941)
3. St. Anthony of Padua (1951)
4. Our Lady of the Rosary (1955)
5. St. Joseph, Anderson (1967)
6. St. Joseph, Greenville (1993)
7. Prince of Peace (2004)

2 — MIDLANDS

1. St. Peter, Columbia (1878)
2. St. Martin de Porres (1936)
3. St. Anne, Rock Hill (1951)
4. St. Joseph, Columbia (1954)
5. St. Mary Help of Christians (1955)
6. Our Lady of Peace (1956)
7. Cardinal Newman (1960)
8. St. John Neumann (1986)

3 — PEE DEE

1. St. Andrew (1956)
2. St. Anthony, Florence (1956)
3. St. Michael (1999)
4. Holy Trinity (2009)
5. St. Elizabeth Ann Seton (2013)

4 — COASTAL

1. Bishop England (1915)
2. Blessed Sacrament (1949)
3. St. John, North Charleston (1949)
4. Christ Our King/Stella Maris (1950)
5. Divine Redeemer (1960)
6. Nativity (1960)
7. Summerville Catholic (1984)
8. Charleston Catholic (1991)

5 — LOWCOUNTRY

1. St. Peter, Beaufort (1991)
2. St. Francis (1996)
3. St. Gregory the Great (2006)
4. John Paul II (2013)







ROMAN CATHOLIC
DIOCESE
OF CHARLESTON

charlestdiocese.org
901 ORANGE GROVE ROAD
CHARLESTON, SOUTH CAROLINA 29407